PUBLIC RELATIONS JOURNAL

MAY 1957

Former Senator Scott Lucas and Senator Lyndon Johnson

"Getting Through to Congress"

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Peter Nelson, Worcester Polytechnic Institute Scholarship winner, is a boy destined to go places. That's a prize winning model of an axe yard he made. Pete belongs to the Boy Scouts and reads BOYS' LIFE. Pete is the kind of boy we mean when we speak of the BOYS' LIFE market. Whether it's a product, a career, an idea, or an opinion you want to get across, BOYS' LIFE and BOYS' LIFE alone delivers the kind of quality audience able to respond . . . boys with fruitful interests and well above average intelligence.

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A JOURNAL OF OPINION IN THE FIELD OF PUBLIC RELATIONS PRACTICE

PUBLIC RELATIONS JOURNAL

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ON THE COVER: The Honorable Scott Lucas, author of our leading article this month, is shown with the present Majority Leader of the Senate, Lyndon Johnson, of Texas. Mr. Lucas himself served for a substantial period of time as Majority Leader in what has sometimes been called the "World's Most Exclusive Club."

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Editorial

The Public Image of Public Relations

One need not be an absolute optimist to believe that the public image of public relations is becoming constantly clearer, and rapidly, and especially in the business community.

Time was, and not very long ago, when one of the most serious problems of public relations was its own public relations. The practitioner himself found it difficult to answer the standard question: "Well, just what is it you *do*?" And the average businessman seemed hopelessly confused.

The businessman, of course, knew about advertising, and he was well aware of something called "publicity." He knew, too, that he had some communications problems on some mighty important matters, and he was aware that it was difficult to deal with them. But this idea of "public relations" seemed a bit cloudy, perhaps even pretentious. Could it be, as some wag had remarked, that a public relations man was only a press agent with a manicure?

Happily, evidence now exists that the picture is a little more sharply focused in the businessman's camera eye.

Item: Independent counselors are often told today, by prospective clients, something like this—"We have a good publicity department. What we want now is a good public relations program."

Item: The practitioner who works for an industrial or commercial organization is more frequently told, these days, something like this—"The publicity program is okay, but the time has come to get to some of our public relations problems; that pension plan, for instance, and that situation in Washington."

Item: Modern organization charts, increasingly, recognize the difference between corporate public relations matters, broadly conceived, and the publicity function, narrowly conceived.

Item: Advertising agencies, once as confused as anybody, are experimenting with the idea of "wholly owned" subsidiaries or affiliates, thus trying to recognize the idea that perhaps public relations is somehow different from what used to be regarded, in the agencies, as a kind of low-cost "publicity service" that could be "tossed in" to sweeten the presentation.

In short, the evidence indicates that today, when the harried businessman is confronted with the phrase "public relations," he does not become nearly so glassy-eyed as once he did.

What has brought about this change, a change that has taken place in not much more than a decade?

A whole complex of reasons exists. They include such factors as: the development and spreading influence of the PRSA; the publication of more professional literature; a growing number of courses in colleges and universities; more "coverage" of public relations matters by business and trade papers. All this helps.

But there is a more basic reason. This has to do with the sheer economic pressure of our times that makes a really professional form of public relations work essential and indeed inevitable. The business world, like nature, abhors a vacuum.

A company involved in a really tough policy problem, such as a proxy fight, is not likely to solve that problem with superficial publicity techniques. If it is a good management, and has efficient communications processes, it should win—but not, let us hope, because it gets the press releases out faster. If it is a bad management, it should lose, no matter how skilled it may be with publicity techniques. If moral values have any meaning in the management world, as indeed they do, then it is clear that the conceptual and moral aspects of public relations become more important, while publicity techniques can assume their rightful role as much-needed operational skills.

Management is beginning to understand the difference. And one might venture the opinion that the real driving force behind the growth of understanding is the fact that the need to achieve absolute integration between public relations policy and management communications systems is irresistible.


YOU
DIRECTOR

GETTING THROUGH TO CONGRESS

by SCOTT W. LUCAS

One of the letters I remember best, and one that I read with rapt attention, was a simple note from a constituent in Chicago.

Its full text was:

Dear Senator Lucas:

"Everyone where I am working are sending letters to their Senator. At present I have no complaint.

"One of your loyal supporters,
George A. Harriman."

Mr. Harriman had no doubt been told by his boss, or his union, to write a letter to his Senator about whatever matter was the project of the moment. He wrote a letter all right, and it got more attention from me than those thousands of letters written by his coworkers. I read it into the *Congressional Record.* Very rarely does a Senator receive such a gem in the bags of mail which arrive at his office. This is the only one of its kind I can recall receiving in the sixteen years I served in the United States Congress, four as a Member of the House of Representatives from the Twentieth Illinois District, and twelve as a United States Senator from the same state.

As I look back on my years of representing Illinois, one of the largest and most versatile states in the Union, I cannot begin to describe all the numerous and complex problems and pressures which arose in a constituency comprising every walk of life. Illinois is half rural, half giant metropolis, and my constituents were of all races, nationalities, creeds and colors and were engaged in every business, profession and occupation. Inevitably, they had conflicting interests, different viewpoints on many subjects, and, in some cases, deep-seated prejudices.

In 1939 I left the position of Congressman from a downstate agricultural District to take up the work of a Senator from a state of nearly eight million citizens. My staff and I had scarcely adjusted ourselves to the hundreds of daily demands and pressures which can be expected from a large state when Hitler marched into Poland and the country awoke to the danger in Europe.

Illinois, in the heart of the then-isolationist Midwest, was the home of some of the most vocal and hysterical isolationist groups—"America First," the "German-American National Alliance," "We the Mothers"—which had offices in Chicago. The pressure from 1939 through 1941 in the way of letters, telegrams and cards from the membership of these groups ranged from passionate appeals to my emotions to ugly threats, from patriotic demands for a "Fortress America" to manifest sympathy for the Nazi regime. I mention this barrage against all the Administration's proposals to aid our allies and strengthen our own defense because it was a classic example of everything effective lobbying should not be.

Obviously, there were many good, level-headed Americans in these groups, but their calmer voices were never heard, because they had made the mistake of permitting shrill and frenzied leaders to speak for them. Many of the visitors at my office were more offensive than the isolationist mail.

Classic Example

And, again to choose a classic example of everything lobbying should not be, the visit of Elizabeth Dilling and her screaming female cohorts holds an all-time record. The emotional women filled my reception room, and when I sent out word that I would interview every one of them, but individually, or in groups of two or three, the Dilling woman refused to permit this, while whipping up the hysteria of her followers with the skill of an expert mob leader. I finally walked into the reception room where I was screamed at, threatened, implored and mauled when two weeping women dropped to the floor at my feet and clutched at my legs. There were women in that crowd who tried to ask intelligent questions and obviously wanted factual information, but reason and discussion were neither desired nor permitted by the majority. When

Few men in public life have had as good an opportunity to participate in the workings of Congress as Scott W. Lucas, of Illinois, former Majority Leader in the United States Senate. Since members of Congress are often regarded as an "audience" for public relations messages and statements, the editors of the JOURNAL *asked Senator Lucas to describe in his own way some of the pressures—good, bad and indifferent—to which Congressmen are subjected, and to tell something of the methods they use to separate the wheat from the chaff. We believe that the Senator's resulting article is an extremely illuminating one.*

I held out my hand to say goodbye to them, the Dilling woman backed away, shouting, "I won't shake your hand. I'd rather spit in your face."

Overwhelming Pressure

During those turbulent years, I was faced time after time with the soul-searing decision a representative must make when he chooses between yielding to overwhelming pressure or following the dictates of his own judgment and conscience. Judging from the preponderance of isolationist mail I received during the pre-World War II years, to go down the line in support of President Roosevelt's legislation would be political suicide. Yet, after attending all the committee meetings, listening to all the debates in the Senate, and studying and reading at every opportunity, I became convinced that if the Administration's foreign program failed, this nation might eventually be added to the list of victims of Nazi aggression. Subsequent events have proved the wisdom of our course from 1939 to 1941, for, ill-prepared as we were on Pearl Harbor day, we would have been in much worse shape had we not taken the steps we did prior to that fatal day to bolster our allies. Unhappily, Senators and Congressmen are deprived of the benefit of hindsight when they cast their votes, and must make their decisions on the basis of all the information available to them at the moment, not the least of which is "pressure from back home."

That pressure is increasing annually in every way, shape and form. During my last two years in the Senate, as its Majority Leader, I experienced the brunt of pressure on a national scale, as do Senators who reach the level of Committee Chairman. It comes from every section of the country, from every interest in the economy, and from every individual or group interested in a "cause."

My opinion is that *the great part of it is either ineffective or bad, some of it is helpful, and only a small portion achieves all the objectives desired by its promoter.*

The wrong type of pressure takes many forms. Obviously, crackpot arguments and threats will not accomplish anything. To these categories may be added the "nuisance" lobbyists, and they are numerous. They never cease their tramping of the Capitol corridors, buttonholing Senators at every turn. They try to ingratiate themselves with Senators' personnel. I am certain that many of these ubiquitous characters are on the payrolls of various organizations, and feel it is necessary, in order to make a good impression on the boss, to report daily conversations with Senators and Congressmen on their staffs. They either do not know or do not care that there is a time element in the handling of all legislation, and that it is best to hold their fire for the right time. The fact is that by their constant demands on the time of people at the Capitol they do their cause more harm than good.


Senator Lucas

Bad Public Relations

Except in some unusual circumstances, it is bad public relations to contact a Member on a bill before committee hearings have been scheduled. He has too many things requiring immediate attention on his mind, and weeks or months later he may have forgotten the interview.

I daresay there isn't one citizen in a thousand who understands the responsibilities and the work of a United States Senator, or how pressed he is for time. But every citizen with a problem, large or small, is certain that his problem is the most important one to which a Senator could give his attention, and makes his demands accordingly. There was never sufficient time in any one day in my twelve years in the Senate to see all the mail which came to me and to meet all the people who wanted to interview me. To find the time to discharge the function of well-informed legislator and still take care of all the other demands which fall into the "personal service" or "errand boy" classification, a Senator must organize his time and his office carefully.

In an organization of this kind, a capable Administrative Assistant is of great value. It is most difficult for a Senator to decide personally which of the many requests for interviews he can grant, just as he can not decide how many of the tens of thousands of letters he receives he should read and answer first. He must have someone on his staff capable of deciding priorities on the mail which will reach his desk first, and arranging to have the

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PROGRAMMING FOR PUBLIC RELATIONS

Theory and Practice

by EDGAR STEPHENS

One of the things we can surely say about the idea of "programming" is that everybody is for it.

Another thing we can say about programming is that a good many of us never do much about it, really. We would all admit, if pressed, that we had certain "long-range" programs—for our life insurance, our children, our intentions of spending next summer more profitably than the last. Quite often, however, these plans are part of the dream world.

This is true in the cold, practical world of business, too. We all have our programs, or say that we have; we all resent any implication that, like the early aviators, we are "flying by the seats of our pants." Sometimes, however, we are. And, a general feeling of ebullience and "forward-lookingness" and expansiveness is not, in my opinion, a real substitute for planning.

Chart is a Statement

Some people are so constituted that they cannot abide the idea of planning and programming and organization.

I remember the late and great Larry Bell, one of the great aviation geniuses of our time, for whom I once had the privilege of working.

The Bell Aircraft organization had grown from a modest 1,500 employees in 1941 to a gigantic 50,000 men in 1943, and from a simple rectangular plant covering an acre or so to a dozen sprawling buildings scattered from Buffalo to Vermont and to Georgia. Naturally, there were some problems of organization and control.

One day I told Larry Bell that I thought we should have an organization chart, some "planning and programming." I thought he would explode.

"Look," said Larry, "please remember that an organization chart is nothing more than a statement of how things look when nothing is going on. If you draw a chart of a baseball team, you find the pitcher on the mound, the catcher behind the plate, the first baseman near first base, and so on. But just let somebody start something and nobody is there at all. A baseball team is full of interchangeable parts, and they all move around and perform different functions, depending on the problem. That's the way it is at Bell, anyway, and that's why I don't want any draftsman drawing me up a lot of charts with black lines and dotted lines and the rest of all that junk."

This article is based on material which was presented at a seminar held at the Westchester Community College for a group of business men and women of the Westchester (New York) area.

In one sense, I think Larry Bell was right. The pitcher may well have to cover first base if the first baseman is up to something else.

And yet, Larry was wrong too. For the function of the pitcher, let us say, is very clearly defined, as is that of the first baseman. They both know where they are supposed to be and what they are supposed to do — theoretically. And the fact that they know their jobs in theory is indeed helpful when they have to do something different.

A good theory, in fact, includes the possibility that not everything works according to the theory. To put it another way, a good theory about the executive functions of a president of a manufacturing company *includes* the idea that the president will not always *be* functioning. This is comparable to Larry Bell's idea that a good second baseman will not in all cases be near second base.

Theory of Planning

The theory of planning and programming for public relations is based on the simple idea that we ought to know what we are doing.

For example, let us take an organization which we can call the General Dishwashing Machine Corporation. It has seven plants in as many communities. It has 30,000 employees and 14,000 stockholders. It has 1,200 distributors all over the country and its products are sold at retail in most cities. Since the produce is in the end a retail product, the company has a strong advertising program. Its business has doubled in the last ten years.

But, somehow, things are not going too well. There have been a few desultory strikes. Stockholders did not seem to like the four-color annual re-

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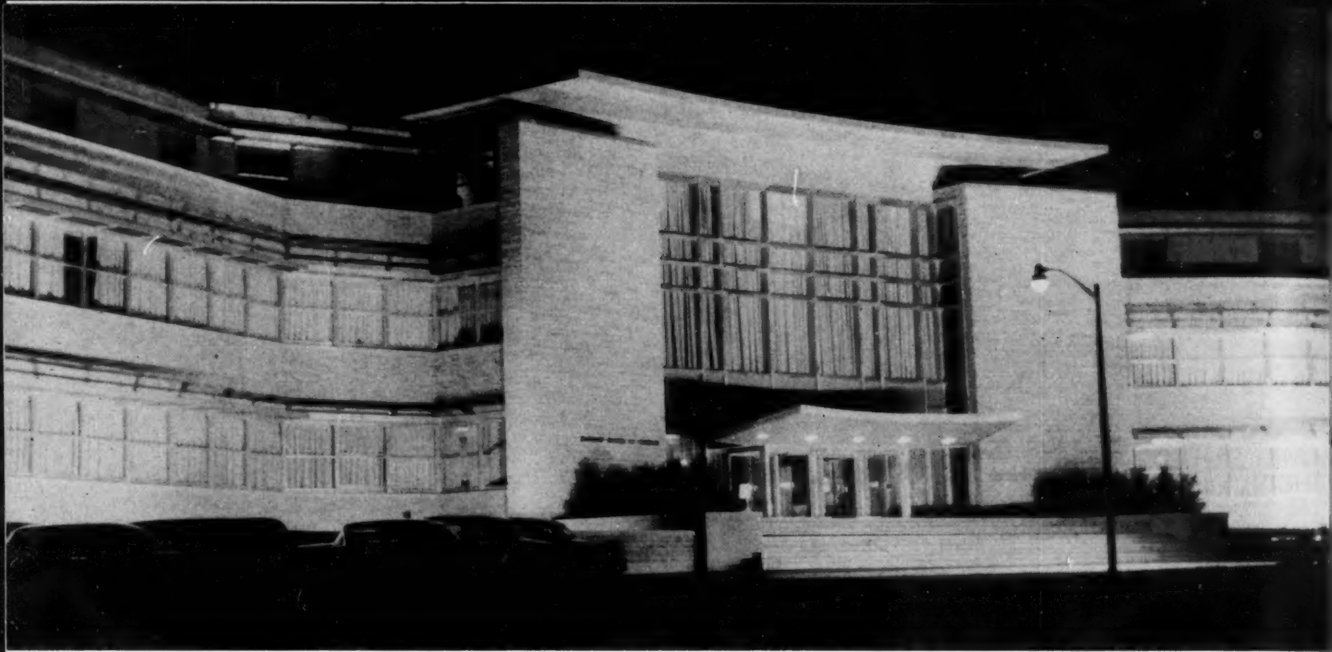
Note: Edgar Stephens is the thinly disguised pseudonym of a New York public relations man.



The Standard-Vacuum Oil Company Plant in Westchester.

Unveiling the New Plant

by Edwin E. Dowell

Transplanting a corporate headquarters with several hundred employees from an urban environment to the sharply different atmosphere of suburbia presents special public relations problems—and opportunities—that will be faced by more and more business firms as American industry continues its outward expansion. New manufacturing facilities and office buildings are springing up daily from coast to coast and there is a noticeable trend to the open spaces of the countryside.

Standard-Vacuum Oil Company recently re-located its international headquarters from 26 Broadway in lower Manhattan to a new, specially-designed building on a 55-acre site near White Plains, Westchester County, New York State. The method by which the company chose to introduce itself to a number of varied publics in its new surroundings called for six "open houses" in five days. Although Stanvac sells no product and has no operations in the United States (it serves the petroleum needs of an area containing almost a billion people in more than 50 countries and territories in Asia, Africa and Australia), the company recognized well in advance of its move the importance of:

1. Integrating its 700-plus staff into the Westchester community quickly and smoothly.
2. Establishing itself corporately, through employees at all levels, as a responsible and worthwhile newcomer in what is essentially a residential region.
3. Using the global nature of the oil industry to point up the company's international character, as distinguished from domestic counterparts, and from other domestic companies already established in the area.

Imagine the situation from your own point of view if, as a home owner in an established residential community, you learned that a new office building was under construction nearby and that several hundred people would soon be working there. You have no knowledge as to what kind of a company it is, where or how it operates, or the caliber of its personnel. You might have a few anxious moments. You would certainly be more than idly curious about the commercial newcomer. You would probably like to find out as soon as possible what kind of people your new neighbors were.

This was the curiosity Stanvac had to try to satisfy quickly after actually moving into its new headquarters on the outskirts of White Plains. The "open house" technique was decided upon early in the planning stage but something more was indicated, we felt, than simply opening our doors and asking people to drop in. With a

Note: Mr. Dowell is a member of the Public Relations Department of the Standard-Vacuum Oil Company.

variety of audiences to be considered, it became necessary to tailor our story to serve the interests of each group. Over-all, approximately 5,000 persons were guests of the company during the five days.

Series of Special Events

Planning for the quick-fire series of special events got under way eight months prior to the first affair. Initially it was felt that two "open houses"—one for employees and their families and one for the general public—would be adequate. Key factors for expanding the final schedule to six events were parking and feeding limitations.

The "open houses" were run off in this order, with actual attendance as indicated:

Saturday—Employees and families	1,800
Sunday—Casual visitors	1,400
Monday—Press preview and luncheon	30
Oil industry group visit and cocktail party	225
Tuesday—Second oil industry group visit and cocktail party	200
Wednesday—Community day	600

At the outset, one member of the public relations staff was named coordinator for the five-day program. The coordinator served as a member of a four-man committee and was responsible for transmitting all group decisions into appropriate action channels. This system worked well and tended to minimize the to-be-expected time-consuming bottlenecks. Condensing the program into one week, hectic though it was, didn't just happen. We planned it that way and experience proved that by scheduling the "open houses" over five consecutive days, it was easier to sustain the keyed-up atmosphere of warm congeniality we aimed at than had the affairs been more widely separated.

In addition to the company's public relations staff, a work party of 110 other employees was selected several weeks ahead of Employee Day. All personnel having assignments were briefed carefully on tasks they were expected to perform during each event.

Far in advance of the physical move from Manhattan, surveys were carried out and worked and re-worked to determine the most efficient method of having guests go through the building. We decided it was a good idea to completely eliminate from our working vocabulary the word "tour." It was also decided in the early stages that it was not only impossible, but undesirable, to show the entire building with its quarter of a million square feet of floor space. We struggled to keep the route interesting and to 30 minutes' maximum, although following the prescribed route through the building was entirely optional. In eliminating the "guided tour" concept, and with a view toward having visitors go through the building at a pace of their own choosing, we used automatic recorders for sound tape messages at five key areas of interest. These were positioned in the following areas, and no message ran longer than two minutes:

1. Marketing wing
2. Auditorium
3. Board room
4. One Employee Lounge (of two)
5. Transcription Center

An article in a recent issue of the JOURNAL *dealt with some of the public relations headaches associated with the closing down of a plant in a community where the plant is of substantial importance.*

But, opening up a new plant can also provide problems in community relations. Mr. Dowell in this article tells of some of the problems encountered by Stanvac when it unveiled its new headquarters building in New York's Westchester County.

Two special sets of recorded messages were utilized. One was for employees and their families, and one, with a somewhat different content, for other audiences. The tape messages were not played constantly, as specialists in each area were on hand at all times to initiate conversation and answer questions. When a group gathered at one of the displays, however, the tape messages served their purpose well.

Displays Used

We used displays to assist in portraying an image, to provide helpful background information, and to supplement the recorded message. In telling the story of our marketing operations, for example, we featured a spot-lighted oil drum, illustrating total sales volume, against a map showing the range of products and the many nationalities served. "Stanvac in the Community" was the theme of a dis-

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Young Guests at an "Open House"

Unveiling The New Plant

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play in the Auditorium featuring a cut-away outline map showing the numbers of Stanvac families residing in each Westchester town and in Fairfield and Rockland counties.

The highlights of the company's overseas investment story over a 20-year period were told on a simple chart in the Board Room. Employee programs came in for display treatment in the Recreation Lounge, and in the Transcription Center emphasis was on the specially planned features of the integrated communications systems and their importance to Stanvac.

The route through the building was marked with directional arrows.

Time-Consuming Phases

Preparation and maintenance of guests lists, together with acceptances or regrets proved one of the most time-consuming and exacting of all phases of planning in that we had each executive at or above department head level issue invitations in his own name, except in the case of the employee invitations and those to community guests. These went out over the personal signature of Stanvac's president. Invitations were mailed to reach all guests two weeks in advance of the event. Recipients were asked to respond in writing, or by telephone. For the latter purpose, we selected a fictitious "Miss Madison" and all incoming calls were channeled to this special extension, with over-flow calls going to alternate "Miss Madisons" — our receptionists. Meanwhile, Employee Relations was asked not to hire a girl with the name of Madison during this period.

Work party personnel were assigned and briefed according to the following responsibilities:

Official greeters (who welcomed all arrivals at both main entrances).
Route guides at strategic locations.
Escorts aboard buses from New York City.
Exterior traffic control and parking.
Interior crowd flow.
Key people at recording stations.
Pages and escorts for special assignments.
Souvenir distribution teams.
Travel information desk attendants.
Medical personnel on duty.
Nursery attendants.
Catering and floral.
Check room attendants.
Displays and exhibits.
Housekeeping and building maintenance.
Telephone operators and receptionists.

A master duty roster, with relief schedules and alternates, was maintained in a control center serviced by five phone extensions manned at all times to eliminate trouble spots before they got out of hand.

Employee Day

On Employee Day, we considered it desirable to operate a nursery-cum-play area for the small fry to do away with the baby-sitter problem and thus permit full family participation. Some 40 children ranging in age from seven months to 11 years were accommodated during the hours the nursery was in operation under the supervision of three girls from the public relations department. One thing we learned the hard way — don't issue crayons or pencils as souvenirs until the younger element departs.

A preliminary poll of employee attendance indicated that as many as 2,000 might be on hand. Actually, just over 1,800 were tallied in and fed a stand-up buffet with little congestion in the company dining room which normally accommodates only 350 at one sitting.

Attendance on Casual Visitors Day (Sunday), intended as a catch-all for friends and neighbors of employees who could not be accommodated on Employee Day as well as those in the Westchester community not officially invited on Wednesday, ran considerably above expectation. We had figured on no more than 300 or 400, but the number ran in excess of 1,400. Luckily, no food or refreshment had been planned on this occasion.

Press Preview

The press preview and luncheon, at which Stanvac's president was host, brought the company's top executives together informally with 30 newspaper, magazine and radio representatives. The press group comprised editors and reporters from Westchester dailies and weeklies, local radio people, the oil trade press, local reporters, representatives of the New York City dailies, and general business, office management and architectural publications. After a short general briefing session, the newsmen were formed into small groups of related interest and taken on a trip through the building by an individual chosen for his ability to answer questions from that particular group.

The last three in the series of events culminated in cocktail-type receptions in the company's dining room—the only area large enough to accommodate the combined host and guest contingent. These affairs were scheduled to start in less than three hours after the noon employee meal, which meant that 100 tables and four times that number of chairs had to be removed daily and special facilities set up for serving refreshments. Special crews were hired for this purpose and each morning re-arranged the dining room in preparation for the regular employee noonday meal.

As a memento of the opening, Stanvac selected a set of eight highball glasses decorated with a four-color silk-screen Balinese head and tur-

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Harvard Business Review

by Dan H. Fenn, Jr.

Mr. Fenn

Publishing a commercial magazine in a noncommercial setting is a highly challenging undertaking. It poses problems that are never solved because they really are insoluble; it sets up conflicts that are never reconciled because they are irreconcilable. But it is a highly rewarding endeavor—rewarding to the institution, to the staff, and (judging by rising circulation and renewal rates) to the readers.

The Editorial Board and the staff look upon the *Harvard Business Review* as an educational arm of the Harvard Business School, of which it is a part. They are also aware that they are publishing a businessman's magazine. It must be respected, read, and put to use by members of the business community as a professional publication meeting their needs.

This combination of conflicting demands means that the *Review* cannot have all the attributes of a scholarly publication, nor can it operate like a commercial publishing venture. Somehow, it must be neither—and both. Here is the key to business and editorial policies alike. In selecting and editing articles, in soliciting and accepting advertising, in promoting circulation, the Editor and his staff must be constantly aware that they are judged by the standards both of an academic and of a business community.

Dan H. Fenn, Jr. *is the Assistant Editor of the Harvard Business Review, Editor of the Harvard Business School Bulletin, and editor of the recently published "Management Guide to Overseas Operations," issued by McGraw-Hill, which is based on the 1956 Annual National Business Conference held at the Business School.*

Editorial Board Policies

To bring these generalizations into focus, let us look at the *Harvard Business Review,* and examine the policies which its Editorial Board has adopted.

The first issue appeared in October of 1922, just fourteen years after the School itself opened its doors. At least two years of planning and discussion lay behind the brown-covered, sedate quarterly. The idea of such a journal developed out of Dean Wallace B. Donham's concept that businessmen should couple their vast power with a clear concept of their responsibilities to the larger community of which their enterprise formed a part. It was his thought that literature in the field of business administration could make a real contribution to the nurturing of such a philosophy.

Happily for the School, an agreement was worked out with the publishing firm of A. W. Shaw Company: the School undertook the selection and editing of the manuscripts, and Shaw assumed the production responsibilities and all the financial hazards (but agreed to turn over profits, if any, to the School for research).

That first issue sold for $1.25 (current price is $2.00) and carried only a few scattered pages of advertising (up to 50 are often printed today). It offered the readers some 128 pages packed with ideas and information. Leading off was Dean Donham's revolutionary article on "Essential Groundwork for a Broad Executive Theory," in which he stated the need for a body of theory and fact which would help practicing executives do their jobs more effectively. That article, which was really a call for the professionalization of business, set forces in motion which still show up frequently in the manuscripts received and printed by the *Harvard Business Review* today.

Also included were other titles which set a "looking ahead" tone to the magazine — for example, "The Taxation of Capital Gains," "The Use and Limitations of Psychological Tests," "Some Relations Between Technical and Business Training," and "The Future of American Export Trade."

Anniversary Issue

Writing 20 years later in the *Business Review,* on the occasion of its anniversary issue, Editor George E. Bates had this to say about its editorial objectives: "Throughout these years . . . a primary aim of the *Review* has been to prepare its readers, both administrators of big and little businesses and public administrators, to deal with change—to operate effectively in such a [changing] scene."

The *Review*'s present editor, Edward C. Bursk, recently stated the "specific assignment" of the *Review* as "(1) 'stretching the thinking' of businessmen immersed in their jobs and removed from the cultural, social, and ethical influences characteristic of intellectual inquiry; (2) encouraging businessmen to recognize and accept

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THE CHANGING SCENE

by Rex F. Harlow

Times are changing for the public relations man. New needs face him. To meet those needs he is turning to various sources for aid and guidance. One of these sources is social science research. The many barriers that have stood in the way of the public relations man's use of the findings of social science research are giving way. As a consequence, a new day is dawning for him. It is a day of challenge and hope and promise. He has but to understand it to share in the benefits it offers.

Communication — the process of getting his messages over to the people who affect the company or cause he represents — is the public relations man's chief business. The extensive research that has been and is being done by social scientists on communication provides information and ideas of the greatest value. Through them he gains a better understanding of such things as the nature and purpose of communication; the influence of motivation and emotion on communication; the structure and importance of mass communication; the differences between the crowd, the public, the mass; the effects of different media upon communication; the ways in which news is diffused, and the like. Thus he is better able to apply science to his practice of communicating.

The public relations man lives by ideas, built into principles and methods he applies to solving his problems. The principles and methods revealed in the findings of social science research are many and valuable; whether he realizes it or not, they are his main reliance in carrying on his work. He doesn't always understand them too clearly or use them too effectively. And frequently he doesn't work well with the social scientist who produces them. How to draw the two together in a more profitable working relationship constitutes a real challenge.

Not long ago, this challenge was discussed by a panel of four social scientists and four public relations men, who reached the following conclusions:

1. Public relations men and social scientists don't speak the same language. The public relations men want everything said in the plainest, most simple language possible, the scientists in careful, precise scientific language.

2. Public relations men and social scientists don't have the same motivations. One is interested in *using* facts and ideas in satisfying human needs and desires, the other in *discovering* and *developing* facts and ideas to increase human knowledge.

3. Public relations men expect more of the social scientists than the latter can deliver. Public relations men demand pat answers on a moment's notice to complicated questions involving complex operations with which the social scientists are unfamiliar and various ramifications of which lie entirely outside of the social scientists' competence.

4. The social scientists expect the public relations men to make all the advances, to do all the coming to them. They want to retain their professional status, which they think would be surrendered if they appeared in the role of solicitors of recognition and funds; therefore, they insist on the public relations men coming to them to request their services and seek the results of their researches.

5. Both sides need better communications—translators and liaison men. Bridging the gulf between the two forces depends upon their understanding each other better, getting their minds together. This is a job of translating their ideas and speech into a common denomenator, and maintaining between them open and effective lines of communication.

6. The time has come to act, not just talk about acting. The partners must make their partnership a vital, productive force in their joint affairs, each applying his knowledge and skill

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Note: This article is drawn from the introductory chapter of Mr. Harlow's new book, "Social Science in Public Relations," which will be published by Harper's within the next few months.

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PROGRAMMING FOR PUBLIC RELATIONS

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port. Several local newspapers have complained editorially that the factories in their towns are violating the smoke-control ordinances. And a good many of the distributors think that they are being granted much too small a mark-up.

In short, things are going along well, according to purely financial measurements, but they are going along uneasily. Nobody seems quite happy.

About this time, somebody in the organization has a terribly bright idea. "Let us hire a public relations firm," he says, "and they can help us fix things up. We'll get out some booklets for the employees, explaining what a great firm this is, and we will get the newspaper editors together for a good lunch and we will have a cover story in *LIFE* magazine and possibly even in the *Reader's Digest,* and we might even make a movie—for women's clubs—called 'Forward with General Dishwashing.' "

Perhaps you think I exaggerate. But I do not. These ideas, vague as they may seem, are the kinds of ideas which occupy the attention of important executives in companies which have no concept of why programming for public relations work is essential. And, by the word programming, I simply mean planning. Let me see if I can be specific.

Problem of Behavior Analysis

The first problem faced by our General Dishwashing organization is a problem of behavior analysis. If the company has inferior facilities for employees—ranging from wash rooms to cafeterias—it can hardly expect the employees to change their opinions when they receive a fancy booklet stating that the facilities are great. If the company has skipped a dividend while other companies in the same business have been paying dividends, the stockholders are not likely to be won over by a four-color print job. Or, if traffic to and from the plant constitutes a civic nuisance at rush hours, the ire of the local citizens will not be reduced because the company president has lunch with the members of the City Council.

These are all management problems. They cannot be truly delegated. Public relations people can help isolate the problems and make suggestions about solutions. But it is general management which has to face up to such problems and solve them—not by trying to whitewash them but by trying to *solve* them.

Reading and Writing

"To be able to read and write, therefore, is to learn to profit by and to take part in the greatest of human achievements—that which makes all other human achievements possible—namely, the pooling of our experience in great co-operative stores of knowledge, available (except where special privilege, censorship, or suppression stand in the way) to all. From the warning cry of the savage to the latest scientific monograph or radio news flash, language is social. Cultural and intellectual co-operation is, or should be, the great principle of human life."

—*S. I. Hayakawa, in "Language in Action," (Harcourt, Brace and Company, 1941).*

Let us suppose, however, that such basic management problems do not exist. The company is a good company in every way. Its only problem is to communicate this fact to something called "the public."

We face now the problem that there really isn't anything called loosely "the public" with which we can communicate effectively. This brings us to our first point in programming, which is—

1. Defining the Audiences

To whom do we want to talk? If we cannot talk effectively to the "general public," perhaps we can define some specific publics. In the ordinary case, such as that of the General Dishwashing organization, these specific publics might include: employees in general; technical and professional employees, such as engineers; stockholders; people in the financial world; officials of the local community organization, and the like. These publics are all quite different in composition, and they all have their own channels of communication. Employees, for instance, can usually be talked to on a face-to-face basis if management wants to take the trouble; stockholders rarely can be addressed *en masse*. The point is that, once these separate audiences have been defined and pin-pointed, it is then possible to address them in terms which they will understand and welcome.

2. What do we want to say to these audiences?

If a firm has, say, ten different audiences, it may find it appropriate to say ten different things, all consistent. This is not because the firm is trying to fool its audiences, but because it knows that the audiences are interested in different things.

The employees, for example, may be more than passingly interested in the food served in the cafeteria; it is unlikely that the stockholders would be. The stockholders may be interested in profits and dividends, but it is un-

likely that the employees would be equally interested, unless they are also stockholders, which they rarely are.

This simple fact that our audiences are quite different has led to the theory that our messages to different audiences ought to be quite different too. The problem is—what is the audience interested in, not just what are we interested in having them know.

Public relations people have come to think that, if we want to get certain ideas across to people, we must simplify and coalesce these ideas into well-defined "themes and images." This concept of "themes and images" is a kind of professional jargon, but the fact that it is jargon does not make it wrong. All professional groups, business included, use jargon all the time, for it simplifies the process of communication.

In the present case, let us try to define only two of perhaps a dozen general themes and images which the General Dishwashing Corporation wants to "project" to selected audiences. The company may decide that, in terms of the ultimate consumers, it could profitably emphasize the fact—and let us hope that it is a fact—that service on the product is always available, anytime, day or night. And, in terms of stockholders, the company may decide that it would be well to emphasize the long-range growth pattern of the company and the industry of which it is a part.

This seems simple enough, doesn't it? Both the statements are true. The company would benefit by stressing these facts in their public communications. If there are a dozen such basic ideas and facts, they can all be written down, in a formal program, so that those who deal with public relations problems can keep these ideas in mind. But if you show me a company which has such a written program, I think I could show you a hundred which have never entertained any such idea.

3. The Concept of Organization

We have pointed out the need to define audiences and the need to define the basic ideas we want to get across to these audiences. So we come inevitably to the need for organizing to do all this effectively.

This is a big subject and I do not intend to deal with it definitively. Some companies have one-man public relations departments, or in some cases publicity departments—which is quite different. Some companies have dozens of people in their public relations departments. Some have all such work done by public relations counselling organizations, while others use both counselling groups and inside groups. Some companies ask their counselling organizations to do counselling alone; others regard their counselling organizations as productions departments.

My own view is that there is no magic formula for the organization of a public relations department—except

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GETTING THROUGH TO CONGRESS

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answers handled through the various Government departments by staff members trained in this highly-specialized work.

His Assistant must also, by the use of tact and diplomacy, transform requests for interviews with a Senator into conferences with staff members capable of handling the subjects in question. A conscientious Administrative Assistant will try to bring every matter worthy of the Senator's attention to his desk, while acting as a scapegoat for all the crackpots and unreasonable callers. It doesn't do a lobbyist's cause any good to antagonize the man or woman who holds that position.

When someone on a Senator's staff suggests to an out-of-state caller that he present his case to the Senator from his own state, he or she is not "brushing off" the visitor. It is customary for every Senator to give top priority to the requests of his own voters, and this leaves little or no time for out-of-state callers or mail.

Time is usually made available to non-voters if they represent persons living in the Senator's state, and men and women holding positions of national importance in various fields of enterprise can almost always gain an audience with a Senator. But the lobbyist who is not a constituent, and who can not lay claim to a following in a Senator's home state, has little chance for a personal interview unless he can persuade one of his own Senators to sponsor him.

If you have a reasonable request or an intelligent opinion on lesiglation, the chances are good that it will have the Senator's eye or ear eventually. But it doesn't take a genius to distinguish between a responsible constituent and the phony who seeks to sell a "pig in a poke." A keen Administrative Assistant can spot the latter the moment he opens the door, and, if not that soon, certainly the moment he opens his mouth.

Organized Propaganda

It is possible also to spot organized propaganda merely by glancing at a stack of envelopes, all the same size, all mailed at the same time, and often all addressed in the same handwriting. These, together with the thousands of printed cards and innumerable petitions on legislation, are usually turned over directly to an assembly-line type of operation in the office for answering, and eventually the Senator gets only a total count of such communications for or against a piece of legislation. I remember sessions when my mail was coming in by the bagful several times a day, and my overworked staff suggested they could just as well weigh it instead of count it, and report to me by the pound pro and con.

There may have been a time when thousands of identical or similar letters and cards impressed a legislator by sheer volume, but no longer. Too often Members of Congress have replied to them, only to have their letters returned "Unknown," or to receive a letter in return stating that the writer had never sent a communication to the legislator in the first place. Many times I wrote to the senders of organized propaganda, asking them to give me in detail their reasons for opposing or supporting the legislation in question. Usually the answer was silence.

It is the mail which is not inspired, letters based upon the honest convictions of the writers, presented in a logical and convincing manner, to which serious consideration is given. Not infrequently would I find that the lay mind in the country town or city would demonstrate a knowledge and understanding of legislation which was truly revealing and helpful.

"Inspiring" Mail

Some organizations or groups have succeeded in "inspiring" mail to Congress which gave no indication that the correspondence had been prompted. Writers were instructed to state in their own language their opinions, or to discuss how a legislative proposal would affect them personally. It takes time and effort to originate such a mail campaign, but the results are usually worth the effort, for the letters appear to (and in the great majority of cases actually do) express individual viewpoints rather than organization propaganda.

Many proponents of a measure who came to see me brought wisdom and

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Vocabulary

"Any one who wishes to become a good writer should endeavor, before he allows himself to be tempted by the more showy qualities, to be direct, simple, brief, vigorous, and lucid.

"This general principle may be translated into practical rules in this domain of vocabulary as follows:

"Prefer the familiar word to the far-fetched.

"Prefer the concrete word to the abstract.

"Prefer the single word to the circumlocution.

"Prefer the short word to the long.

"Prefer the Saxon word to the Romance.

"These rules are given roughly in order of merit; the last is also the least."

—H. W. and F. G. Fowler, in "The King's English," (Oxford University Press, 1928).

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strength. They came prepared with sound arguments based upon facts. Whether or not I agreed with their position, they gained my ear as well as my sympathy through their sincerity and through knowledge of the subject matter at hand. In a meeting of this kind, I could always learn something from the expert, and usually my time was his time. This type of pressure is a decided asset to any legislator and usually welcomed by the great majority of them. They all want to learn all they can on both sides of every piece of legislation, but they want unslanted and relevant facts.

"Lobbying"

The Constitution guarantees to every American the right to "petition the Government." The farmer asking his Representative to appropriate a few thousand dollars for a wall to protect his farm from flood waters, and the National Association of Manufacturers asking Congress to reduce corporation taxes by hundreds of millions of dollars are both exercising the privilege Americans have enjoyed since the beginning of this nation. By sanction of the Constitution, lobbying and pressure tactics are a legitimate part of the legislative process, and one that, properly controlled, can lead to good legislative results. The sinister connotation applied to "lobbying" in the past has practically faded from the picture.

My experience on both sides of the lobbying picture bears out my conviction that there is no member of Congress who does not feel that legitimate lobbying and reasonable and temperate pressure play an important part in shaping sound and constructive legislation. As a member of the Senate, I was always willing to listen to lobbyists who were acting in good faith. As a practicing lawyer in Washington for the past six years, I have had no hesitancy in registering as a lobbyist for clients whose interests were affected by legislation in addition to other governmental action. I have found my former colleagues open-minded, fair and always willing to listen when I approached them with a client's legislative problem, even though all of them have not always agreed with me. I have tried scrupulously to avoid unnecessary demands on their time and the many other mistakes by which some lobbyists lose more votes for a cause than gain them.

I could not list in this article all the "don'ts" for effective lobbying, but another that comes to mind is inconsistency. I vividly recall a time when the Chamber of Commerce was running one of its campaigns to cut Federal expenditures and balance the budget. I was being bombarded with letters for local Chambers in Illinois, requesting that I pare appropriations, reduce the Federal payroll, and "economize, economize, economize." Some threatened me with political extinction if I did not heed their advice. One Secretary of a Chamber of Commerce, who was prone to letter writing without urging, sent me his organization's stern resolution, complete with instructions to "use the meat-axe" and "cut appropriations ten per cent across the board." Lo and behold! some two weeks later, I received a letter from that same Secretary, demanding that I see to it that the $250,000 needed for their local airport be appropriated promptly and that no reduction in the amount be permitted! Consistency usually disappeared into thin air when a community began to sniff the aroma of Uncle Sam's bulging pocketbook.

Advice Welcomed

Not often does one find a responsible organization riding off in two different directions at the same time on one horse. Most national organizations are not only consistent and responsible, but they have skillful representatives, trained in their subject matter, and experienced in the most effective way to present their interests. The respect which organizations such as the American Legion, the AFL-CIO and the National Association of Manufacturers command in the Congress is a tribute to their knowledge, skill and consistency.

Every member of the House and Senate Committees on Agriculture, on which I served for sixteen years, welcomed the advice and counsel of the American Farm Bureau Federation,

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The Changing Scene

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in helping others and himself.

The audience asked the question, "What do the social sciences offer that we might use in our programs?" A psychologist member answered: "The social scientist is a source of technical information. Therefore, he should be used in making intelligent decisions."

Another panel member, the public relations manager of a large oil company, agreed, but said public relations men should not expect the social scientists to come up with ready-made answers to questions they have not been able to resolve themselves.

"I have found that social scientists have been most useful in our business when we have given them well-defined and limited questions," he explained. "In cases where we have asked broad and, perhaps, fuzzy questions, we have often got a lot of data but have not known what to do with the information.

"Aid from social scientists has been most useful in cases where we intended doing something, but where there were alternative methods, we were not sure which was the best method. In these cases, studies of social scientists have helped us arrive at decisions."

The big question is how to get hold of the values in the situation and make the most of them.

The Problem of What, Where and How

"It's not that I don't realize we ought to be using social science research," said the head of the public relations department of a Chicago manufacturing concern. "The trouble is, I don't know what to look for, where to find it if I did know, or how to use it if I had it. So I don't bother with it. I'm too busy."

The public relations vice president of a half-billion dollar company who sees great value in public relations men and social scientists getting together, makes the following plea:

"Let social scientists give us help now—not forty years from now.

"Let them present examples of their plus and minus experiences that fit our businesses, with illustrations from their own and other studies; and let them do it in language we can understand.

"Let them suggest how to apply the findings of their researches: *show us how to do it.*

"Let them talk about *real* people in *real* situations.

"In carrying on research in our businesses, let them not use the whole organization as a pilot plant, but a segment instead, so that we can have the opportunity to correct errors.

"Let them suggest types of research that can be practically undertaken; also fertile areas.

"Let them not be mealy-mouthed about showing up deficits and errors in our policies and practices. Let them tell us where we are wrong and give us scientific guidance in getting right.

"Facts are fine things—very necessary. But they don't mean much if they are not interpreted properly. That's where the scientists who get facts can help the most. Let them tell us how to use facts."

Typical of the help that social science can give is the well-known case of the Harwood Manufacturing Company. Its management forestalled trouble with workers by using the methods recommended by an industrial psychologist in making a change in work conditions, rates of pay, and organization of workers. Participation, used according to the best findings of

social science research, was the magic ingredient. The workers helped make the plans which affected them, and were happy. Their production, instead of falling off, actually increased.

Another example is the help given the president of a Los Angeles insurance company. A study of the findings in group dynamics research convinced him that he should change his methods of conducting meetings of the executive, management and other committees of his company. As presiding officer, he was doing too much talking, not enough listening. There was not enough participation by the other members. The meetings were too tightly structured, too formal, not properly oriented. Decisions were neither spontaneous nor the true will of the group. Acceptance and application of decisions down the line were not too satisfactory.

This situation had existed for a long time. But the scales dropped from the president's eyes only when he became "educated" through findings of social science research. Not everything was milk and honey after he instituted changes, of course. But there was marked improvement — better and more profitable results.

The social scientist is the first to warn that social science research cannot do everything for public relations, however. What it can do is limited—a fact that must be clearly understood by public relations men. But, once this is understood and there is careful determining of where, when and how to use it, there are manifold uses to which social science research can be put by public relations men, with benefit to all persons and factors concerned.

New Executive Demands

The employers of public relations men are recognizing the new demands of the times. Forced by their jobs to be—unwittingly in most cases—something of social scientists themselves, more and more of these executives are coming to realize that they need much help that possibly only social scientists can give them. Much better informed and more enlightened than their counterparts of a decade or two ago, they are seeking new insights. They are opening their shops and offices and records and plans and making available their people to the social scientists. "Come out of your shell," they are urging. "Give us the facts"; "Help us see our problems more scientifically"; "Point out to us new tools and new ways of doing things." And they are seeing a distinct pay-off in taking this step.

An illustration is the matter of communication. The executives are asking for more penetrating research into the subject. Dissatisfied with the short-word, short-paragraph, pleasant-voice-on-the-telephone thinking that has passed for basic communication technique up to now, they want more quality, less quantity — and help in clearing channels of communication.

They still criticize social scientists on several points. One is the scientists' desire for plenty of time to make their studies. Another is the scientists' hesitation over giving opinions based on their research findings. Hard pressed as they are for action *now,* the management executives cannot postpone their decisions to suit the leisurely pace and impersonal approach desired by the scientists. Valid to a degree though these criticisms are, they should not prevent the application of much that has been learned in the laboratory to practical use in public relations practice.

The Age of Science

Taking note of these significant developments, more public relations men are adopting the social-science approach in their work. They realize that this is the age of science. Knowledge is king. The man who *knows* is in demand—and in command. Moreover, it is not enough to know practically; one must know also theoretically and scientifically, have in his possession an organized body of knowledge. The most talented musician can not count on holding an audience if he plays only by ear; he must play by note, and usually in harmony with others who are as well trained as he. So it is with the public relations man. He can no longer (if ever he could) be a lone-wolf operator. He, too, is a member of the team—the management team. As such

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Programming For Public Relations

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for the simple formula that a department ought to *be* organized. Even in a very simple group, such as a local hardware store, there is usually somebody known as the Boss, and somebody known as the Assistant Boss, and a few other people who know reasonably well that they ought to take things up with the Assistant Boss before they bother the Boss himself. In a larger but still relatively small organization, such as a local department store, the window dressers do not make decisions as to what they shall put in the windows, and the Presidents do not undertake to dress the mannekins.

Unfortunately, in the public relations business, such confusions are quite common. In the simplest possible case, a small company will often hire a single public relations man on the theory that he must be able to deal simultaneously, and with equal dexterity, with newspapers, magazines, radio stations, television people, financial analysts, community leaders, civic organizations, governmental units, stockholders and, perhaps, a goodly number of crackpots. The chances of finding such a modern Leonardo are small.

In a somewhat more complex case, a larger company may often have a public relations department of a dozen people, none of whom has any clearly defined duties. Rare, indeed, is the corporation, though there are some, which has a public relations staff whose functions are as clearly defined as, say, those of the plant protection department.

My general point is simply that, public relations being as vague a function as it is, the public relations work of an organization ought to be well defined and organized.

This matter of organization is an essential part of any planning.

4. *The Selection of Media*

This is also a very long subject with which I shall deal in very short fashion.

Let me say simply that the President of the General Dishwashing Company, who wants a cover story in *LIFE,* might do much better to seek an interview with the *Wall Street Journal.*

The real problem is not how much of a splash one can make, but rather how much effect can one accomplish. If the idea is to get to stockholders, the *Wall Street Journal* may be a very good medium and *LIFE* a very poor one; if on the other hand the idea is to sell a portable dishwashing machine to owners of station wagons, then *LIFE* may be great indeed and the *Wall Street Journal* a very poor medium.

All that I ask is that, in the construction of a public relations program, some attention be given to the selection of media and that this aspect of the communications problem not be left to chance.

5. *Reports and Controls*

An organized public relations program ought to be so set up that regular reports can be made to management and management controls can be exercised.

A report on public relations progress can logically be divided into four parts:

a. What has been accomplished.
b. What projects are under way.
c. What projects are in the planning or processing stage.
d. What special problems exist.

Once such reports are made available, management is then in a position to take any necessary actions.

In some situations where the public relations function is highly developed, reports of this kind are made on a weekly, monthly and quarterly basis. There is no reason why they should not be. On a railroad, for example, operational reports are made every day, 365 days a year. Why should public relations people be allowed to be any the less communicative?

6. *Scheduling*

To those business men who are familiar with production problems, the concept of scheduling is no mystery. A motor car, for example, must be so scheduled that the wheels are available when the car is ready to get wheels, no sooner and no later.

A public relations program is not a motor car. And yet, one might hope that some scheduling of production could be possible. It is at least theoretically possible, for example, that the copy for an annual report might be sent to the printer on time, though I have never known this to happen.

It is my own opinion that any public relations project, however cloudy, is subject to scheduling.

Skeptics may smile loftily at this and point out that public relations is essentially a creative process, not a matter of producing nuts and bolts and punching time clocks.

But I am not so sure. Many of the world's greatest creative writers have kept themselves to very rigid schedules. A portrait painter who agrees to meet you for the first sitting at 10:30 A.M. usually does so, or loses you as a client. And a doctor—surely a professional if anyone is—who says that

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Harvard Business Review

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their responsibilities to their employees as individuals with human dignity and to the broader community of which they are part (local, national, and international); and (3) presenting to businessmen analyses of current or developing trends, problems, techniques, and theories in such a way that they can follow the reasoning of the authors (including both pros and cons) and come to their own considered conclusions." He went on to say: ". . . we try to stay distinctly ahead of our readers' thinking . . . but not so far ahead that we lose them."

In view of this continuity of purpose, it is interesting to look at the title page of that 20th anniversary issue. Professor Sumner H. Slichter's article on "Postwar Boom or Collapse" is followed by such topics as: "The World's Food Position and Outlook," "Sales Management: Retrospect and Prospect," "The Corporation Goes Into Politics," and "The Future of World Trade."

Format and Content

In the course of this period—in July, 1929, to be exact—the McGraw-Hill Book Publishing Company, Inc., took over from Shaw on a similar basis. Advertisements continued to be minimal, and almost no major format changes were introduced, though type-face and such elements as the table of contents were altered.

In the summer of 1945, the Faculty decided to assume full responsibility for the publication of the magazine, and the arrangement with McGraw-Hill was terminated. The School felt that the *Review* had a real growth potential (circulation then was only about 5,000), and concluded that this opportunity could best be realized through centralized responsibility. It was at this time that present Editor Bursk joined the *Review*'s organization (two men and two secretaries).

Some three years later the *Review* became a bimonthly instead of a quarterly. By January, 1950, there had been a complete overhaul of its format. The page size had been increased, cover design had been opened up and brightened, new type face and style had been adopted — and a full-time man in New York was selling advertising, while a full-scale circulation program was being financed out of current revenues.

But the basic publishing objective remained the same. The January-February 1957 issue, for instance, includes the following titles: "Organization for Long-Range Planning"; "American Negroes—A Wasted Resource"; "Is Management Training Effective?"; "Setting Criteria for R & D"; "Science and Truth in Marketing Research"; and "Foreign Operations: A Guide for Top Management." Two regular features—"Thinking Ahead" and "Looking Around"—cover the outlook for capital investment and a survey of cost accounting literature, while "Letters from the Thoughtful Businessman" add controversy and variety.

Circulation Increased

Up to this point, the commercial versus noncommercial problems are not sharply apparent. However, when we move over into the area of circulation and advertising promotion, they become more biting. For the Editorial Board, a body made up of Faculty members guiding the Editor and his staff, has directed that "the *Review* be made a strong, dynamic, growing magazine," and at the same time has

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Unveiling The New Plant

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quoise frieze of Oriental dancers. These were distributed one set to each couple as guests departed. The first glass industry strike in 17 years complicated delivery of the full shipment by the manufacturer, but by using air freight, special truck transportation, and prayer, sufficient stocks were on hand to permit distribution to all invited guests. Employees received their sets at a later date.

Easy-Going Atmosphere

By intent, the tone throughout all events was easy-going and informal with emphasis on imparting an impression of friendliness to all audiences. For example, in communicating with members of the employee's family, we stressed pleasant working conditions, special features for employee comfort and convenience, individual office air conditioning, music at intervals, employee benefit plans. On Community Day, stress was laid on the "this-is-who-we-are; this-is-where-we-operate, and this-is-what-we-do" theme. At the same time, all our people were encouraged to circulate and meet new friends in Westchester as well as looking after old friends and business acquaintances who came out from New York for the opening.

There were the usual minor fiascos. An engineer unthinkingly decided to test the snow-melting equipment under the front steps just as a VIP group stood awaiting the arrival of transportation back to New York. Sort of a farewell "hot foot," so to speak. After announcing the *immediate* departure of the last bus into town over the p.a. system, we found the driver had disappeared in quest of coffee. (Next time we'll remember to provide it.) Then there was the girl on duty in one of the director's offices who came back with "ha, ha, don't you wish it was," when the director appeared suddenly and asked her "how do you like my office?" Now the recollection of tire tracks across the newly-seeded lawn to and away from the rear entrance the morning after one particularly late cocktail party seems amusing. It wasn't at the time—with the building superintendent about to suffer apoplexy.

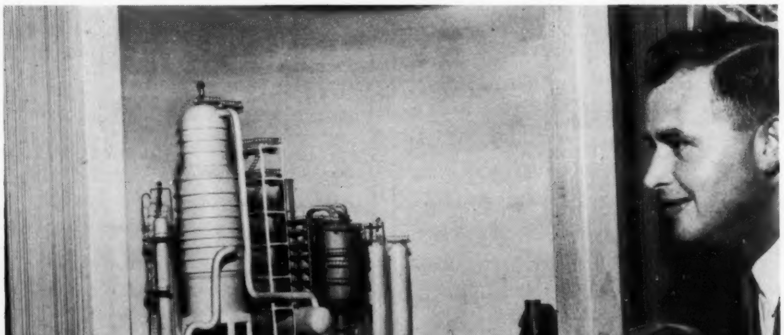
Elements in Planning

Looking back, we would say these were the big elements in our planning:

1. Getting, assembling and collating accurate names and addresses of guests from our company people for invitation purposes.
2. Developing a fool-proof system of traffic flow, both external and internal.
3. Tailoring our messages to serve the interests of each day's audience.
4. Proper policing of premises, pre- and post-event. (Special cleaning crews came in nightly.)

Ten days following the final event, we mailed an attractive 12¼" x 9", 12-page booklet, "Stanvac in Westchester," to all invitees with a personal note from the company president. The booklet featured four-color reproductions of parts of the building.

What lessons did we learn? We learned all over again that in preparing for any special event, attention to detail is the key. Our public relations staff labored to leave nothing to chance. We checked and re-checked even the smallest of details. When flaws came to light in dry runs, we scrapped everything and started all over again. If attention to detail is important in planning and carrying out a single event, it becomes even more paramount in a series. And unless the full support of all employees can be stimulated and sustained at all times—we had this, fortunately, to a heart-warming degree—the event may still go sour no matter how well you plan.



Visitors View Miniature Oil Refinery.

Harvard Business Review

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laid down guide rules to insure that the tenets of ethics and good taste characterizing a university publication are observed in editorial and business operations.

Under the impact of this approach, circulation has been increased to an Audit Bureau of Circulation figure of 51,000 today. Advertising revenue has risen from some $10,000 annually in 1948 to over $150,000 in 1956. Some 150,000 reprints are bought annually by businessmen and companies.

While the *Review* staff and board feel that this professionalization of the magazine has been a positive gain in strengthening its appeal to the business community, they have also been conscious of the conflicts between this type of endeavor and the traditions of an academic community. Thus they have sought to study each promotional mailing they send so that it will "sell," yet not violate the standards of a university; their appeal has been based on facts, not fancy. They want the magazine to pay its own way, and feel businessmen will respect it more if it does, so they have solicited advertising—but it is limited to one-third of total contents.

Manuscript Inflow Up One-Third

What has been the result of this policy? How is the *Review* making out in balancing its different objectives and the pressures which are brought to bear upon it? A quick look at the composition of its readership and the upsurge in manuscripts submitted provides an indication of the *Review*'s state of health. In the five-year period from 1952 to 1956 inclusive, the manuscript inflow went up by one-third. Significantly, the percentage from practicing executives has shown an equivalent rise: 35 per cent of the articles published last year were from businessmen as opposed to 20 per cent in 1952. The number from educational institutions, including Harvard, has declined accordingly — from 65 per cent in 1944 to 43 per cent in 1956—but it is still a very healthy proportion, meeting the desire of businessmen to keep up with the results of university research and opinion.

Although over 300 manuscripts are submitted each year, at least half the articles published are initiated by editorial request—the only way, the editorial staff feels, to stay out in front of current interest. Another quarter, at least, comes from revisions according to editorial suggestion—"You've got a good idea; now, if you just did this and that to the manuscript, we think you'd have something for our audience . . . ."

"Creative Editing"

To read, select, edit, and publish these manuscripts—more than 60 a year actually find their way onto the *Review*'s pages—Editor Bursk has a staff of six men, backed up by fifteen girls, and, in effect, the entire resources of the Business School Faculty. The *Review* staff makes a practice of what it calls "creative editing," i.e., a thoughtful, meticulous job that goes far beyond grammar and phrasing to rewriting the introduction and reorganizing the order of topics—and often lengthens an article to fill in gaps of thought, as well as cutting to avoid repetition.

The *Review* pays for its articles, and finds that the top-flight businessman is usually more gratified than anyone else to get a check for $100; apparently, he is proud to be a "professional writer" for once!

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Classified Advertising

When answering advertisements, please address as follows: Box number, PUBLIC RELATIONS JOURNAL, 2 West 46th Street, New York 36, N. Y. RATES: "Position Wanted" $1.00 per line, 5-line minimum; "Help Wanted" $2.00 per line, 5-line minimum. Payable in advance.

Positions Wanted

Public Relations Position. Aggressive, young man, 23, single, B.S.B.A. Degree in Aug., '57, seeks career in Public Relations. Experience in radio, advertising, newspaper, and sales. Personal Data Sheet sent on request. BOB BAKER, Box 1606, University of Arkansas, Fayetteville, Arkansas.

Available in June after one year in educational public relations—additional newspaper experience. College graduate, age 25, military service completed, looking for industrial PR opening. BOX HE-5.

Help Wanted

Speech writer — for number two spot in speech services section of major Midwest industrial corporation. Must have record of effective writing performance—not necessarily as speech writer. Salary open. BOX FJ-5.

Business Connection

EXCHANGE SPACE, phone, stenographic help for services. We need more public relations manpower for our clients. 4A Agency, good N. Y. C. location. Number of hours per week to be agreed on. Perfect for 1-Man shop. BOX BM-5.

The Changing Scene

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he is called upon to carry his part of the know-how load.

The more advanced public relations thinker is aware that public relations needs the dignity of scientific support. The public relations man needs scientific authority for his professional status and function. He needs to have his postulates and methods, his practical ideas and technical procedures tested by scientific theory and research, by scientists with keen, trained minds who have no ax to grind save that of increasing human knowledge, whose business it is to question, study, think, experiment, test, and place in proper perspective the problems and actions of man.

The public relations man needs the stimulation of social science thinking and research for proper growth. So immersed is he in doing his job — primarily helping obviate or solve problems between or among people and institutions — that he has little time to devote to thoughtful consideration of himself and his own relations to the functions he performs. He lives a hectic life which makes him alert, quick to see and assess the important factors surrounding him, but which deprives him of the opportunity or urge to ponder, analyze, evaluate, reach unhurried estimates of causes and effects. He does not have, or believes he does not have, time to do much profound thinking.

It is precisely in this area that the social sciences have the most to offer. They provide the theory and fact that stimulate the mind, open new vistas of thought and study, suggest new approaches and ways of doing things. They build in the public relations man a dislike for shallowness, and unwillingness to accept and use other than scientifically tested ideas and procedures in his work. They make him see and feel the movement of intellectual progress about him. And they provide him with a source of constant intellectual growth — the assurance that if he wishes to do so, he can keep up with the most significant new developments and movements in the world about him that affect his field. In these developments he can find many practical suggestions for improving his work.

Many Barriers Yet

Despite all these obvious values, however, the fact remains that many barriers yet stand in the way of the public relations man and the social scientist becoming the partners they ultimately have to be. There is lack of open lines of communication between the two; of mutual confidence and trust; in numerous instances, even of mutual respect. There are language (semantic) barriers, value barriers, economic barriers, professional and vocational barriers. Members of both groups are wedded to their own ways of thinking and doing things, and don't want to give them up. To suggest such a thing makes some of them furious. As someone has said, "Our personalities are a summary of our techniques in human relations and as such they are very close to us and not freely exposed to earnest scrutiny."

All these barriers can be, and are being, overcome by resolute and enlightened public relations men and social scientists. Progress is slow but not nearly as slow as the conservative element in the public relations ranks would have us believe. Specialists in each field are thinking about and working with those in the other field more every day. Necessity is forcing the break-through.

This necessity is an outgrowth of dealing with problems vital to the public relations man. He must understand them clearly before he can help solve them—and help solve them he must in order to serve on the management team. He must have available scientific knowledge; he must know more than those he attempts to advise, must keep in the vanguard of progress by having his knowledge called upon and used by management. If he does not keep prepared, if he overlooks such a rich source of information and knowledge as the social sciences, off the stage he is likely to go; and he will deserve no less stern a fate.

Mumbo-Jumbo?

"It is a commonplace that what people say is often most revealing for the light which it throws upon themselves. This is certainly true of much that has been said about the 'philosophy' of public relations. It would be a mistake to take the philosophizing very seriously. Strictly speaking, there is no such thing as a 'philosophy' of public relations. At its best the goal of the discussion is a rationale or *raison d'etre* which will justify the participants' activities to themselves and to the world. At its worst it is sales talk calculated to create rather than to dispel the mystery which is the stock in trade of the spurious. . . . There is more than a little substance in the charge that there is a 'mumbo jumbo' of public relations."

—*J.A.R. Pimlott, in "Public Relations and American Democracy," (Princeton University Press, 1951)*

Programming for Public Relations

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he will see you at noon usually meets you—at noon.

Why, then, should we put up with a public relations program which is subject to no time controls at all? Why should we put up with a booklet writer who declines to write the booklet on the theory that he has not been able to "figure out the right approach"?

This "creative defense" about public relations work which does not get done is, in my opinion, nonsense. A Fuller Brush man has to go out every day and sell brushes, whether he feels up to it or not, even if he has a hangover. A great professor at a university has to meet his classes on schedule, even if he has not been inspired the night before by a great thought. In much the same fashion, I believe that public relations people can be creative too—on schedule.

Six Points Mentioned in Programming

It would be possible to go on and isolate other aspects of programming. But the six points I have mentioned will perhaps serve. They are: (1) the need to define audiences; (2) the need to define our "themes and images"; (3) the need for departmental organization; (4) the appropriate selection of media; (5) the need for adequate reports and controls; and (6) the need for a system of scheduling.

It is my opinion that a company, or organization, which does not consider these basic programming concepts is not likely to have a public relations program as efficient as it might be. And, on the other hand, there is ample reason to believe that a company which does base its activities on such programming concepts will at least have laid the basis for an efficiently managed public relations program which can serve it well.

Professional Directory

Getting Through To Congress

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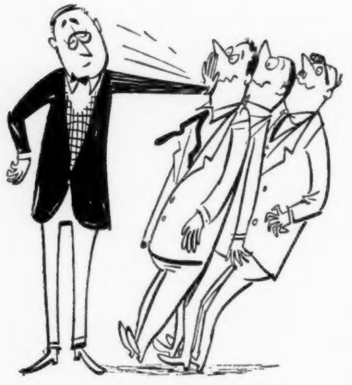
even though many disagreed with its concept of what was beneficial for the farmer. Whether the members believed in rigid or flexible farm price supports, they recognized that experts from the Bureau spoke from an unparalleled fund of knowledge upon every phase of agriculture. And experts of this kind always presented their information undoctored, with clarity and brevity.

When a member is seriously considering his decision upon basic national legislation, his thinking may well be guided by: **(1)** his political philosophy; **(2)** his own research and his study of factual information, from whatever source; and **(3)** the opinions of his constituents to whom he is responsible.

If an individual wants to influence a member of Congress, he must be sufficiently familiar with the subject to reach a considered decision; he must present his opinion and the reasons for it briefly and without fanfare; and he must believe sincerely in the cause he represents. If the cause is just and the proponent is able to inspire Members' confidence in him, his chance of success is good. But, based upon sixteen years of experience in the Congress, my conviction is that no amount of pressure, good or bad, will keep the majority of our fine public servants in the Congress from doing what they honestly believe to be the best for the general welfare of all the people.



I'm going to the 10th Annual Conference in Philadelphia November 18-20

—Drawing from HOLIDAY "Ad Man's Diary"

Lithographers Manual

The *Lithographers Manual,* a standard reference work for the past two decades, will be available in its twentieth anniversary edition this September. The book is divided into chapters covering all phases of lithography. It incorporates editorial studies and presentations of resources, materials and equipment.

Walter Soderstrom, Executive Vice President of the National Association of Photo-Lithographers, is publisher; Victor Strauss, well-known graphic arts writer and consultant, is editor. A free copy of the *Manual* will be given to every registrant at the Twenty-fifth Anniversary Convention and Exhibit of the NAPL, scheduled for September in St. Louis. The selling price of the book is $15.00. A brochure about the *Manual* is available from the Waltwin Publishing Co., 317 West 45th St., N. Y. 36.

Harvard Review

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And what of the readership? The *Review* is written for men in top management and for those on the way up. Its promotion, its editing, and its article selection is aimed at this group. Some 52 per cent of its subscribers are presidents, vice presidents, treasurers, controllers, and so on; the addition of department heads, plant managers, and company subscriptions boosts the management category to 87 per cent. Half of its subscribers are in manufacturing; about one-third each are in companies with less than 1,000 employees, 1,000 to 10,000 employees, and over 10,000 employees; and the geographical distribution pretty well follows the pattern of United States industry. Only a small percentage are Harvard Business School graduates, despite a still common belief that the *Review* is an alumni magazine. Actually, the School publishes a quarterly for its graduates which is very different in character and function from the *Review*.

On its cover the *Review* carries the inscription: "For the Thoughtful Businessman." Thus it proclaims its basic objectives: to provide an informative, broadening journal for top management, and to play its educational part in the upgrading of the effectiveness and sense of responsibility of the U. S. business community.

Business is People

"The president of a business is a trustee for all the people who work in it. When he assumes the job, he takes on the responsibility of making a profit, first of all. He owes that obligation to the stockholders and also to all who depend for jobs on the success of the business. It is my opinion he'll fulfill his function of profit-making best if he always remembers his obligations not only to the stockholders but also to his employees and to the consuming public as well."

—*Charles P. McCormick, in "The Power of People," (Harper's, 1949).*